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**June 1993**

SALES DEPARTMENT  
R.J. REYNOLDS TOBACCO CO.

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## Company Pride

In the last several months, we have witnessed an expression of company pride and the extraordinary effort of RJR people pulling together in defense of what we believe to be real threats against our business.

On May 13, 33 busloads of Winston-Salem employees, on their own time and at their own expense, journeyed to Washington, D. C. to speak out against a proposed federal excise tax increase. Any increase in cigarette taxes will mean lost jobs throughout the industry. This message was voiced loudly and clearly to our representatives in Washington.

I am also keenly aware of the grassroots efforts of so many of you who are writing letters, distributing petitions, and talking to distributors, retailers, and adult smokers about the serious consequences of increased taxes on the federal and state level. If a severe tax increase is imposed, it won't be because we were passive or silent. It will be because the majority of our elected officials turned a deaf ear to us.

On April 2, we were faced with the reality of having to respond to a competitive threat unlike anything we have ever seen. "Marlboro Friday" came unexpectedly, but again, RJR people and company pride prevailed. In less than two weeks, a lot of people worked unselfishly to provide the summer programs to help field sales meet competition head on.

Now, for more than a month, the scene has shifted to the retail environment, and yet another reservoir of company pride and commitment—field sales. We have been challenged on our turf, on our court, by a competitor who thinks they can outperform us at retail. Ridiculous! No initiative, by any company in this industry, has ever been successful without the support of a highly motivated, highly trained, and professional sales team. Philip Morris doesn't have that kind of a team. We do. That will become evident day-by-day, through this summer, as you continue to demonstrate your superiority on the street.

We're standing firm in our resolve to counter the threats against our business from wherever they may come. They've become a rallying point of common concern among all employees in the company.

No words of wisdom from managers or top executives could have inspired the current involvement of RJR people in facing this period of uncertainty. It has to be something else, something from deep within. It has to be company pride.

Sincerely,

Yancey W. Ford, Jr.

Executive Vice President - Sales



### ON THE COVER:

Philip Morris escalates "War in the Store" to new heights, and RJR responds with all-out effort.

SALES MERCHANDISER is published six times a year for sales employees of R.J. Reynolds Tobacco Company.  
**Group Manager-**  
**Sales Communications.....**John Olenick  
**Sales Communications**  
**Assistant.....**Charlotte Woody

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# Company All-Out Effort Responds to

**April 1, 1993**—another business day draws to a close. The “War in the Store” continues relentlessly, yet the feeling among those closest to the battle is one of optimism. Marketing defensive strategies are keeping competition at bay. The company’s tactical promotional activity at retail is growing market share and improving brand performance.

Then suddenly, unexpectedly, came the news on Friday morning, April 2—soon to be called “Marlboro Friday”—that Philip Morris had escalated the “War in the Store” to new heights.

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PM had invaded our turf, at retail, announcing an aggressive promotional price reduction on Marlboro, averaging 40¢ per pack. A "Red Alert" was signaled throughout the company. Our response had to be quick and decisive.

Within hours, executive management and the Brand Business Unit heads were developing such a response. Yancey Ford called the area vice presidents for a meeting on Monday and Tuesday, April 5 and 6, to include them in the strategy sessions.

The week of April 5 was busier than most, as management throughout the company, from virtually every department and discipline, joined forces to map out the company's response to Philip Morris. From the outset, it was clear that we would not allow PM's move to go unchecked. We would defend our market share by matching PM's pricing action during the month of June.

By week's end, the plan was in place. Winston and Camel would be positioned against Marlboro, with Winston leading the way with \$4.00 off carton and 40¢ off pack offers. While the Philip Morris plan called for a price reduction, primarily through buy-downs at retail, the Winston summer promotion provided for the discount to be taken off invoice, with packs and cartons flagged at the factory to indicate the reduced price. This strategy, praised by distributors and retailers alike, proved to be a major selling advantage for the sales force.

Camel, too, responded with a BIGIF program and strategic market-by-market promotions to counter any potential loss of its hard-won market share gains to Marlboro.

Still, there was much work left to be done as the summer promotion plans moved closer to the execution stage. Normal turnaround time was out of the question. Deadlines were set in hours and minutes, not weeks or days; and it was Friday, April 9 – Good Friday and the be-

ginning of a four-day Easter holiday for Winston-Salem employees. But for many, too many to mention individually, the task at hand was to send the completed summer promotion plan to the field on Monday, April 12. Holiday plans were put aside. The deadline was met.

Region meetings were held the week of April 12 to review the summer promotions, and the sell-in to Direct Accounts began immediately. In less than

Just as having the right programs to challenge competition is critical to the field, so is the process of knowing where we stand against competition equally critical. So, simultaneously with the field's execution of our summer promotions, we are closely monitoring trade activity on a continuing basis.

This tracking process was developed through the cooperation of several departments and provides a clear picture of how our programs are performing against Philip Morris. The merchandising tracking system has been expanded to include reporting of progress on the special summer promotions, acceptance by the trade, and competitive activity. This ongoing communication between the field and Home Office provides a valuable measure of the "pulse" of the changing retail marketplace.

And, yes, every sales representative is actively involved in providing retail store information. Special questions in the handheld computer request information on re-

tail pricing of promoted brands and the placement of competitive and RJR POS. Finally, sales expense report comments are reviewed each week to give managers a feel for the competitive environment, straight from the people who are closest to the action.

April 2, "Marlboro Friday," brought out the very best in a lot of dedicated RJR people. As the company moves through this period of uncertainty, there is a tremendous mood of confidence in field sales and in Winston-Salem; that we have the power, the commitment, and the team spirit to win!



two weeks, the company had responded to the "Red Alert" of April 2, offering field sales the ammunition needed to beat Philip Morris at their own game.

Sales comments continue to speak to the success of our summer promotions. From Louisville, Ky., a sales representative wrote, "Three cheers to the 'Brainstorm Team' that came up with our summer promotions. Retailers 100 to 0 prefer the way we are presenting our program compared to Philip Morris." Another representative in Cleveland, Ohio, said, "With the Winston Program and the additional Camel BIGIF/coupon promotion, we can jump on competition early and take the wind out of their sales."

# "Worth A Winston" Promotion Follows Camel Cash for Vendors

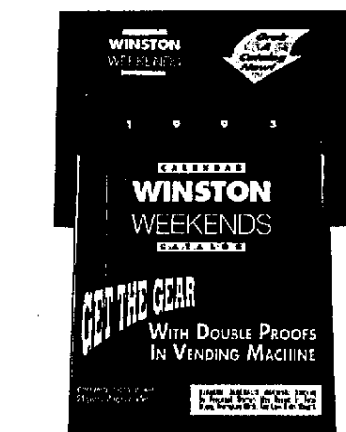
It was called the First National Program for vending operators when the Camel Cash promotion was launched in late January. It promised vendors more Camel sales and vending customers a piece of the Camel Cash action.

In both respects, the Camel Cash vending promotion has delivered on its promises. Through the first 12 weeks of the promotion, which delivered three C-Notes or Triple Camel Cash to vending customers, over 250,000 Camel packs have been sold. These were based on vendor-applied, additional, two spot C-Notes which have been redeemed for Camel Cash catalog items.


Many more redemptions are certainly expected as adult vending customers redeem C-Notes saved for higher quality catalog premiums. The promotion also netted new placements of Camel Hard Pack in 26,000 vending machines. A total of 1.3 million Camel Cash catalogs were placed in vending locations nationwide. "It's obvious that vendors,

as well as adult vending customers, are eager to participate in our very successful promotions," said Jack Regan, national manager, vending/trade programs. "With Camel Cash, we built an awareness among vending customers that a vending machine can offer them more than a convenient way to buy cigarettes."

Regan says that this awareness will be further accelerated with the next vending promotion featuring Winston. "Like Camel Cash, the 'Worth A Winston' double proof promotion is a natural for vendors," Regan said, "and after the field makes the initial sale with the vendor, the promotion is self-sustaining, requiring no further involvement on their part." The "Worth A Winston" double proof promotion will begin in July, offering adult vending customers one additional "Worth A Winston" proof when they choose Winston from a vending machine. The vendor will apply the additional "Worth A Win-



ston" proof on Winston packages and place Winston Weekends catalogs and supporting POS at the vending location. The promotion will include all Winston styles, except Winston Select, and vendors must have at least three Winston styles in their machines to participate. Vendors also must agree not to remove Camel Hard Pack rows gained during the Camel Cash promotion.

"Camel Cash set the benchmark for vending promotions," Regan said. "Now is the perfect time to follow up with a Winston promotion, and use what we learned to build Winston's business through vending." 

## One-Sheet Program Joint Sales, Media Effort

A joint venture between the Sales and Media Departments provides Camel with an impactful advertising presence at retail.

It's called the Camel One-Sheet Program, referring to a 30" x 46" poster which fits in a custom-designed frame mounted near the entrance of any retail location where cigarettes are sold. The poster avoids the clutter inside stores by taking advantage of exterior positioning. The one-sheet ad is large enough to be noticed, yet small enough to comply with outdoor advertising codes.

The concept was tested last year in selected markets in four regions and expanded this year to 11 additional regions. Divisions included in the program are asked to list retail locations where the one-sheet posters can be best utilized.

After the locations are identified, a third-party supplier takes over the responsibility of contacting the location to negotiate a contract and place the posters. The supplier also updates the Camel

ad periodically to new graphics. Current posters are advertising the introduction of Camel Special Lights. Managers involved in the program appreciate the fact that they can select the locations, and, after that, the supplier takes over complete responsibility.

Field managers also use the payments retailers receive as leveraging points to increase RJR brand visibility throughout the store. Ray Fox, senior Chain Accounts manager, Jacksonville, Fla., was able to secure RJR "Y" signs in a chain as a result of the One-Sheet Program. Division Manager Bill Noah, Raleigh, N.C., division, gets additional advertising space on storefront doors and windows.

Training and Development Manager Brad Brandeau, who handles the program for the Portland, Ore., division, had nothing but praise for the overall efficiency of the program. "Our division selected 100 locations," said Brandeau, "and the supplier had the one-sheet ads all



placed in one week. Retailers love the program, and, for our part, we get prime advertising space that's not available to our competitors."

What makes the One-Sheet Program so successful is the close relationship between internal sales and media department managers who developed the concept. Ken Hedrick, group manager, retail presence, and Jacquie McLaurin, manager, retail presence, are responsible for sales coordination. Carl Haynes, manager, out-of-home operations, and Senior Manager Richard Dilworth coordinate the media execution.

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# NewsBBUs

## FROM THE



### CAMEL

John Ellegate

The Camel Special Lights introduction appears to be off to a great start. Through May 14, case shipments were ahead of plan. If shipments are any indication of SOM potential, this would translate into nearly one full share point for the three styles! Importantly, the box styles are showing the strongest movement, which is good news because of the incremental competitive business they represent. Our early research for the month of April showed consumer awareness of the Special Lights product and advertising was considerably greater than it was for Camel Wides for the same time period. These are all outstanding accomplishments, especially in light of today's high-price and promotion-competitive marketplace. It is a tribute to the power of sales and marketing working together to build and implement a new brand introduction.

We attribute much of this success to your drive for early distribution and POS positioning, deeper penetration into the marketplace via the (D) Call Program, and your outstanding commitment to the personal selling component of the introduction. (Through May 21, 160,000 Special Lights Consumer Mission offers have been made. This is more than three times as many as we normally would have made in the same

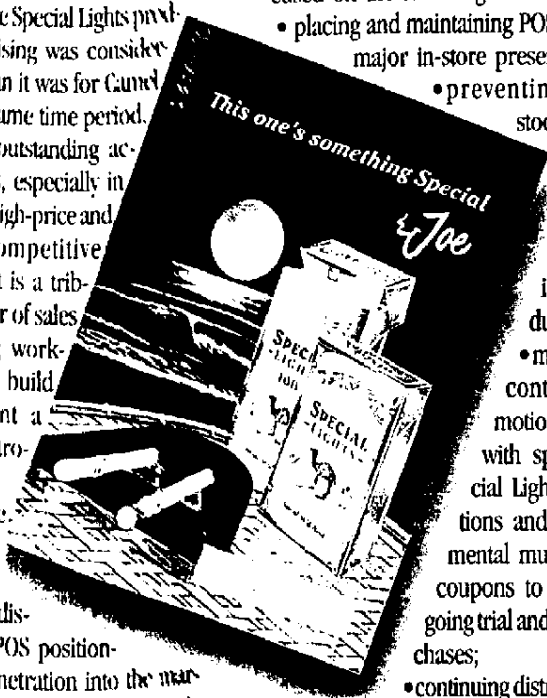
period.) Moreover, our trips to the field indicate that you spent most of March and April working on the fundamentals, distribution and merchandising; and that major store sale activities would take place in May.

The key to the long-term success of Camel Special Lights will be our ability to maintain support behind the brand throughout the balance of 1993.

The Camel BBU will provide specific Special Lights promotions, to be worked during the second half of 1993, and maintain strong media and direct marketing support.

Your continued efforts should be focused on the following areas:

- placing and maintaining POS to achieve major in-store presence;
- preventing out-of-stocks through proper ordering and inventorying procedures;
- maintaining continual promotional support, with specific Special Lights promotions and/or supplemental multi-brand coupons to assure ongoing trial and repeat purchases;
- continuing distribution and promotional support for the brand in all stores where Marlboro Lights sell, including supermarkets; and
- continuing emphasis on personal selling to introduce Special Lights to targeted competitive adult customers (smokers



of Marlboro Lights, Merit, Parliament, Benson & Hedges, Virginia Slims, Kent, etc.), with the primary objective of getting them to fill out and submit the consumer response card so that we can follow up with direct marketing offers to cement the conversion process.

All indications are that we have the makings of a true winner on our hands. We need to continue to work and support this very important brand to realize its full market share potential and drive the positive momentum behind Camel. ☺



### VANTAGE

Barbara Simkins

The positive momentum Vantage has enjoyed from its conversion to APET packaging has continued as a result of your continued fine efforts. The Ultra Lights Convertible Box expansion has created a continuing increase in market share, brand family stability, and, most importantly, Vantage's contribution to a positive RJR full-price share trend. Account Specific Marketing is really paying off — keep up the great work!

Vantage Ultra Light is the largest and most successful Ultra Light of all RJR full-price Ultra Lights, and provides a great opportunity to convert competitive full-price adult smokers. The Ultra Light Convertible Box is proving to be a very solid offense brand against our largest competitor's full-price brands. Your continued success in expanding distribution of the Ultra Lights — particularly, Convertible Box — will help achieve our volume and earnings goals

this year.

In response to your comments, Convertible Box packaging is being updated and enhanced to ensure a greater differentiation between the box and soft pack styles at retail.

In addition, there will be a subtle change in packaging across the entire Vantage family to differentiate more strikingly among the brand family.

This summer competition will become more heated than ever. If you find that you require changes in your promotional plans to address today's opportunities in your market, let your management know. The Vantage brand team remains flexible and stands ready to assist you in any way. Vantage's momentum has continued for eight straight months as a result of your efforts. Continue capitalizing on existing and new opportunities, as well as communicating your needs, so that we can keep our business moving in the right direction. ♣



## WINSTON

Bill Duffy

In the March 1993 issue of the Merchandiser, Winston discussed the importance of continuity programs in our marketing mix. Continuity is an integral piece in protecting our franchise and converting occasional adult Winston smokers and adult competitive smokers. The Winston Weekends Continuity Program, launched on June 1, is intended to do just that!

Weekends was designed to be a fun and involving program for adult smokers. Every weekend there is something fun going on

all over America, and some of the best events were selected to be a part of the Winston Weekends' calendar/catalog. Adult smokers participate by saving "Worth A Winston" pack proofs on Winston packages. They submit the proofs to enter the Weekends sweepstakes or to get free gear associated with Weekends. The benefit to the consumer is an increased value in purchasing Winston over a competitive full-priced brand.

So what about the benefit to RJR? Winston Weekends is expected to deliver the ongoing continuity offers Winston smokers have been asking for, and that translates into retained market share for Winston. The sweepstakes element should generate high competitive participation in the program as well, due to Winston's large, occasional-user base. Competitive adult smokers have indicated they would be twice as likely to participate in Winston Weekends as in the Adventure Team Program, largely due to the unique sweepstakes offers.

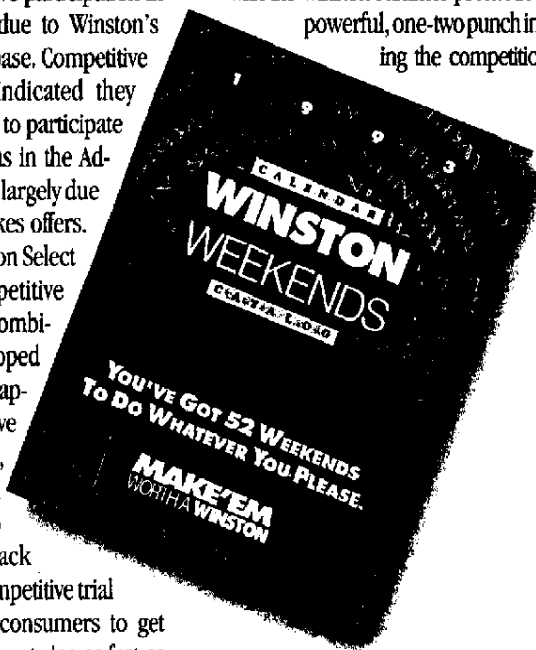
Weekends and Winston Select also offer adult competitive smokers a powerful combination. Select was developed with a smooth taste to appeal to adult competitive smokers. Additionally, each pack of Winston Select carries two "Worth A Winston" pack proofs to encourage competitive trial on Select, and allows consumers to get gear or enter sweepstakes twice as fast as other programs.

To assist in getting the program off to a fast start, many of your accounts have received a catalog display, shipped to them with a letter explaining the program. However, field sales plays the key role in

the success of Winston Weekends. POS and PDI were designed for Weekends to create an impact at retail, and your utilization of these presence materials will communicate a strong message to our adult smokers.

Our June promotional activity can also assist in leveraging the Weekends Program. The unique, lighted catalog floorbase offers the opportunity to communicate the Weekends Program and our Winston summer promotion at the same time.

The launch of Winston Weekends adds yet another weapon to the field's arsenal in winning the "War in the Store." Your support in placement of Weekends catalogs and presence materials at retail, combined with the Winston summer promotion, is a powerful, one-two punch in fighting the competition. ♣



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# NewsBBUS

FROM THE



## SALEM

Cathy Bisese

The FreshSide Salute will be introduced in July to recognize individuals who have a fresh and positive outlook on life, and who are sharing this positive attitude by using unique and innovative strategies to deal with problems in their communities. The FreshSide Salute is a simple way to thank those individuals who are giving back to their communities.

During the second half of '93, Salem will choose one individual a month from communities around the country. These individuals will be showcased in monthly Salem FreshSide ads that describe their efforts. In addition, each Salem FreshSide Salute recipient will receive a contribution of \$5,000 to help them ensure their continued success within their community. Ads, saluting these individuals' efforts within their communities, will run in 32 grassroots newspapers around the country.

The first Salem FreshSide recipient is Rosalyn Hinson, who operates the Indomitable Spirit Martial Arts School in Philadelphia, Pa. Her school conducts classes for 50 students in the Philadelphia area. Hinson and her staff are devoted to the positive mental and physical advancement of their students. She follows this simple plan: "To teach and pass on our knowledge, using martial arts practices, emphasizing mental and physical self-defense to assist people in avoiding and combating personal, medical, social, and economic problems." ▲



## SAVINGS

Barbara Simkins

Our savings objectives for 1993 have not changed, though adjustments in strategies and tactics have been and will continue to be necessary. Our objectives are still to maintain leadership in total savings; to maintain leadership in both mid-price and lowest price tiers; and to work to maintain viability of the mid-price tier.

Our savings brands must assume a vital role in responding to competitive pressure. At the same time, the impact on RJR full-price business must be minimized as much as possible. This is a difficult task, as our savings strategies cannot be implemented in isolation of our full-price strategies.

An unprecedented amount of control, decision making, and flexibility has been given to the sales force to enable you to respond as quickly as possible to competitive assaults on our leadership position in the savings category. You have coupons/VPRs at your disposal in high denominations if you need them to counteract competitive actions.

Gratis product with banding tape and special POS has been made available on Doral, Sterling, and Magna to allow you more flexibility in the way you promote our mid-price brands and spend your savings dollars. This gratis product can be used as a BIGIF, B2GIF, or Buy a Carton, Get 5 Packs Free — whatever is necessary to achieve our objectives in your market. A "war chest" has been added to your savings budgets for use on Monarch/Best Value and on mid-price brands to ensure you have all the resources you need to remain competitive in the marketplace.

Finally, direct marketing resources will be used very aggressively, during the summer months and beyond, to counteract and head off competitive assaults on our mid-price business. Doral and Magna adult smokers will receive incentive mailings, and we will be going head-to-head with our competition by putting Doral, Sterling, and Magna incentive mailings into the hands of savings-vulnerable, competitive, full-price adult smokers. This will require none of your time to implement; but will result in holding our franchise adult smokers, while attracting competitive business to RJR. ♣



## MORE/NOW

Sharon Reid

Direct marketing will continue to be the focus for brands such as More and Now during the third quarter.

Now will expand its new campaign, "Now the Low Tar Way to Smoke," to a continuity catalog featuring nostalgic items (with proofs of purchase and cash) plus a sweepstakes offer for a '55 Thunderbird! The catalog will be mailed to franchise and competitive smokers.

More will also be delivering coupons and special gift offers to franchise and competitive smokers, via direct marketing brochures with the theme, "Shades of Enjoyment."

With the new multi-brand, full-priced coupons available to you, continue to place them on the More and Now brands to capitalize on competitive activities in your retail calls. ♣



**Comment**

I would like to see a Surgeon General's Warning available on a peel-off-and-stick roll; much like the current VPS rolls or in a sheet form, like the "per pack plus tax" sheets. In order to fit most applications, it should be the size regular for a 90-carton floorbase riser card. Sometimes it is necessary to make appropriate advertising to address certain opportunities.

**Reply**

The regulation governing the size of the Surgeon General's Warning on printed POS must be strictly followed. Also, the text of the warning varies from quarter to quarter, and the correct warning must be placed on POS when it is printed. Your suggestion would put the company at great risk of having incorrect warning labels on our POS at any given time. For these reasons, no one in the field sales organization is permitted to alter existing POS or create POS on their own. Individual brand and multi-brand, non-promotion-specific POS is available to allow you the flexibility to address the opportunities you mentioned.

**Comment**

Why did we have to have a sleeve for the Special Lights introductory B1G1F? It was time-consuming to implement.

**Reply**

The reason that we provided you with a sleeve to work the Special Lights B1G1F in was so that we could include a Special Lights specific mini cash catalog in the offer. Research shows that 60 percent of Marlboro smokers who become involved in the Camel Cash Program do so because of a catalog they find in a promotion they buy at retail. Since the B1G1F was our primary introductory promotion, we could not pass up this opportunity to get more adult Marlboro smokers involved in the Camel Cash Program.

**Comment**

I feel we need to make a greater distinction between Vantage Ultra Lights and Vantage Ultra Lights Convertible Box. The cartons are different enough in color that retailers or consumers can tell them apart. However, the packs are almost identical. Maybe the color pink could be added to highlight the words "Convertible Box" on packs.

**Reply**

We have received numerous comments in reference to the packaging on these styles being similar. A new design for the Vantage Ultra Lights Convertible Box is currently in process. This new packaging will clearly show a significant difference between these styles. Expect to see the new packaging on the market in the third quarter of 1993.

**Comment**

Now that the Direct Accounts are handling the Forsyth retail payment, do we delete all contracts from SIS so they no longer show up on the pay registers?

**Reply**

Effective January 1, 1993, Forsyth features payments made at retail by field sales were discontinued. Now there is no longer a need to maintain contracts in SIS. Therefore, effective March 15, 1993, the contract listings for Forsyth features payments were removed from SIS. As previously communicated, the ability to make Forsyth features payments on 1992 volume ended on February 15, 1993.

Contracts on file in your division office should be stamped "canceled" and filed along with your other canceled contracts.

**Comment**

With the expertise available in Winston-Salem, it is hard to understand why they do not make a video "computer training" tape for all division administrative secretaries to utilize for training, instead of using an outside facility. This tape could be specifically made to deal with our specific operations (database, etc.) and also used for brush-up courses.

**Reply**

Good idea! In fact, a video training course was designed for gross net, space tech, and category analysis. We will continue to use videos when they prove to be as effective as classroom training. We chose classroom training for the Microsoft applications, because the secretaries in the pilot program judged it to be the most effective way to train.

**Comment**

I feel we could greatly enhance our promotion effectiveness if we had advertising pieces that advised the consumer to look for special offers in the store. This could be put on doors and/or fixtures, and direct consumers to special displays.

**Reply**

Great idea! We have "multi-brand" POS pieces available which indicate "special offer." Check with your division manager to have these ordered for you. We also have brand-specific "special offer" POS available for order.

# OPEN LINE

## COMMENTS QUESTIONS SUGGESTIONS

### Comment

Since we are gathering all these Consumer Mission cards with birthdates as proof of age, wouldn't it be a good idea to send a birthday card with special Camel offers - signed from "Joe Camel?"

### Reply

We are sharing your idea with the brand staff.

### Comment

My direct account and I always have difficulty reading promotional white carton end labels to determine what a CSK or a SL1 means. Can't we put a better description on the cartons?

### Reply

Manufacturing equipment is currently being purchased and installed that will allow manufacturing to spell out the brand, brand style, and promotion type on the end labels of white promotional cartons. The current white cartons with identification windows will be replaced with solid white cartons. Instead of CSK on the end label, this full description will appear: Camel Special Lights 85 BIGIF PROMO.

### Comment

I feel that tracking promotions were easier when we recorded them separately, rather than all under the premium pack. For example, Camel shirts, mugs, and Triple Cash should have individual handheld designations.

### Reply

The number one complaint from sales representatives was the number of handheld codes in the system. Our objective has been to streamline them and allow more time for other activities within the store, rather than tracking and reporting.

### Comment

The Buy One Get One Free promotions are great! However, it would be helpful if we did not have to spend time packing them in sleeves. This takes away from call count and selling time.

### Reply

We will make every effort to use the banding tape in the future. The sleeves become necessary when there is a special continuity offer, or if an extra live pack must be added, such as in the B3G2F offer.

### Comment

As retailers begin using bar code scanning on packs, pack coupons need to be developed that do not cover the bar codes. Either going from the left or over the top to band the pack together.

### Reply

The coupons were designed to cover the scanning codes, so the retailer would not have to scan the packs twice, three times, or more to record the sale. Special promotional UPC codes for pricing multiple pack purchases are printed on the coupons.

### Comment

I don't understand why we are making Monarch our national brand for black and white, when we have gone to such lengths to establish Best Value. It seems to me that if it is due to the appearance of the package, as I am told, we could change the Best Value package as PM did with Basic, and keep the market we have already established. It seems we are back to square one.

### Reply

It is realized that Best Value has been established and is doing well in some markets in the country. If this is the case in your market, then you should continue to work it.

However, our sales and marketing efforts and priorities should be directed toward Monarch. It is felt that Monarch has the greatest long-term potential due to its proven ability to grow our business and protect our leadership in this price tier.

### Comment

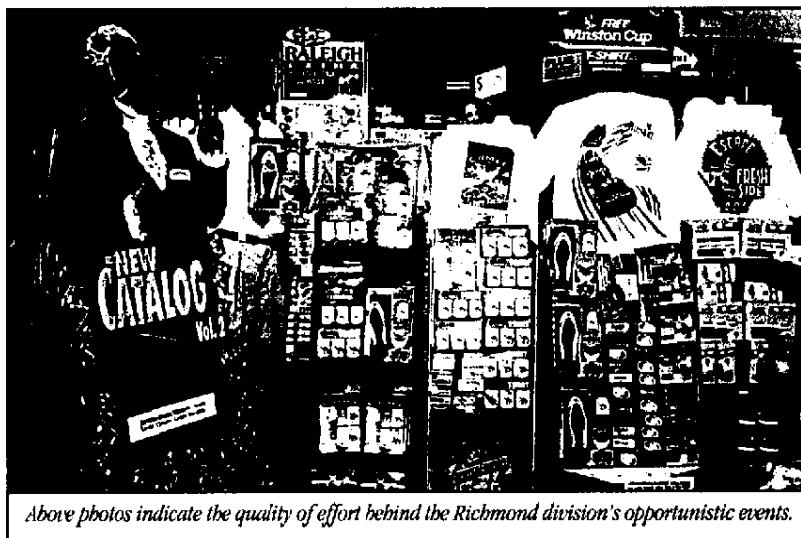
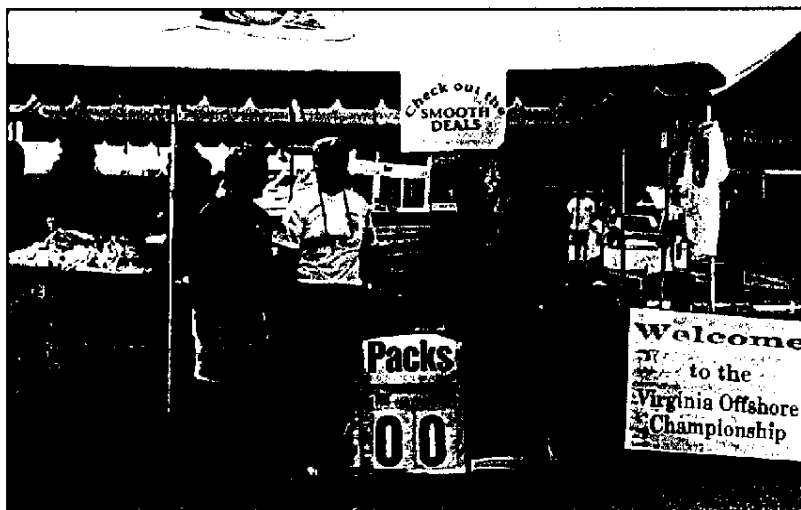
Many of us career reps will not receive salary increases for years due to our job values. We should at least get cost-of-living increases as people on social security do.

### Reply

Job values are evaluated each year against comparable jobs within other major consumer goods companies. This evaluation involves participating in salary surveys, analyzing the results of the surveys, and establishing our values at the 75th percentile of all companies surveyed.

In utilizing survey data, a cost-of-living factor would be included in the survey results as other companies in the survey normally take such factors into account when establishing their salary ranges and target increase amounts.

# On Target



*Above photos indicate the quality of effort behind the Richmond division's opportunistic events.*

## 52 Special Events in Richmond Division

The Richmond, Va., division worked an average of one special opportunity event each week last year. That's a total of 52 events; many of which were worked after normal business hours, on holidays, and on weekends.

Inspired by Division Manager Lonnie Cloe, division personnel worked unself-

ishly to achieve some remarkable results. Even though the division lost volume due to business shifts during 1992, it had a share increase from 27.5 to 27.7. The division generated additional business totaling 37,600 cartons, for an average of 723 cartons per event. 🍀

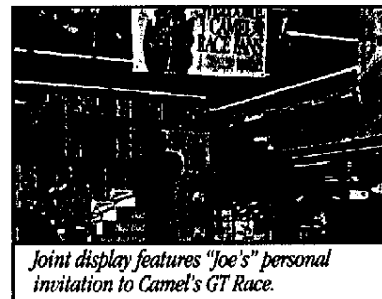
### Food & Fun Chain Gives Cowboy "The Boot"

Area Sales Representative Joey Matis, of the Lafayette, La., district, is riding high these days. Through his perseverance, RJR has gained exclusive Preferred Presence displays for full-price brands and Best Value distribution in the low tier category at the Food & Fun chain.

Todd Street, owner of the ten-year-old chain, could no longer accept PM's "master/slave" program, so he sent the cowboy packing. Street said, "The chain had been looking for a partnership and found it with RJR. Camel sales are up as a result of the installation of Preferred Presence. 🍀

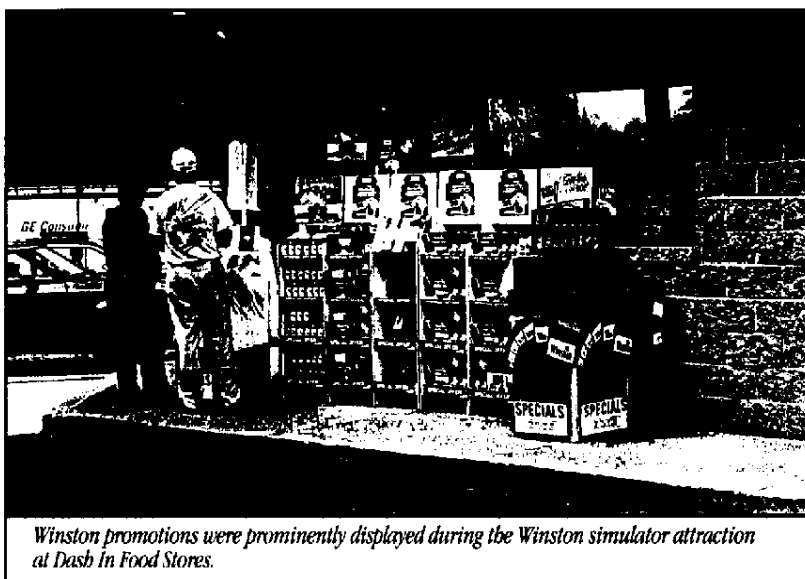
### "Joe" Welcomes Camel Race Fans

Retail Representative Jennifer Payne, of the Sarasota, Fla., division, didn't miss the chance to bring along "a special guest," dressed in his racing jacket, for the Sebring Camel GT Race, when she placed Camel banners in the area grocery stores. In preparation for the 12-hour special event, she capitalized on merchandising and POS, teaming up with the local Budweiser distributor to sell 10 area grocery stores on a joint display. Payne's total effort for the Camel race included: 82 floorbase premium displays, 19 premium counter displays, and 28 large dump bins with 1,664 pieces of additional POS, which resulted in 3,700 cartons of Camel sold at the race track, and retail locations. 🍀



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# On Target



Winston promotions were prominently displayed during the Winston simulator attraction at Dash In Food Stores.

## Winston Simulator Sparks Sales

William Thompson, training and development manager of the Annapolis division, had great success using the Winston Cup simulator with Dash In Food Stores, located in Waldorf and Ordinary, Va.

Providing Consumer Mission and promotion support during the events were: Retail Representative Jeff Young and Sales Associates Constance Collier and Cathy Skay. Brian Gross, in the Sports Marketing Department, transported and ran the simulator.

This team effort resulted in: 1,000 RJR cartons sold; 820 premiums placed; and 825 Doral/Magna/Sterling pack coupons placed. In addition, 386 Consumer Mission cards were completed, and store sales increased by 180 percent. To top it all off, approximately 1,462 people rode the simulator. Bob Sorrells, merchandise manager for Dash In, was thrilled with the results. 🐎

## Area Sales Representative Mullin Sells Full-Price Volume

When it comes to priorities, Area Sales Representative J. W. Mullin, of the East Atlanta, Ga., division, follows the guidelines in the 1993 Operating Principles. He goes after full-price volume in a big way.

A display, placed by Mullin in a high-volume account, netted a total of 1,750 cartons sold, including 800 cartons of Winston King, 700 cartons of Winston Lights, and 250 cartons of Vantage. 🐎

## Big Volume Events in Oklahoma City

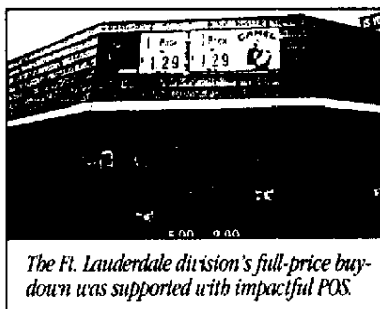
The Apache Rattlesnake Festival, a Camel Pro Race, and a rodeo were all big, full-price volume winners for the Oklahoma City districts.

Area Sales Representative Steve Nowlin struck down the competition with impactful outdoor advertising and retail promotions during the Apache Rattlesnake Festival. His efforts sold 1,000 extra cartons and 250 Consumer Mission offers. Next, Area Sales Representative Pat McAfee took charge at a rodeo event in Weatherford, Okla., where an additional 200 cartons of Winston and Camel were sold.

During the Camel Pro Races in Oklahoma City, Area Sales Representative Linda Dedeaux placed 25 Camel displays in high-volume stores, which sold 750 cartons of full-price product in 10 days. Building business in low-volume C&D calls, Mike Thomas placed 200 of them on monthly VAP shipments, and eight state prisons were placed on promotional programs. This additional business is expected to generate 300 cases of full-price business annually. 🐎



Camel Pro T-shirt offer displays supported Camel's race event in Oklahoma City.



*The Ft. Lauderdale division's full-price buy-down was supported with impactful POS.*

## Ft. Lauderdale Division Does Full Price

The Ft. Lauderdale division recently accepted a challenge to defend its full-price volume. Division personnel aggres-

sively pursued cooperative full-price buy-down programs in 35 key package outlets.

The focus was to get the retailer to buy into promoting RJR Winston, Salem, and Camel brands. RJR would kick in 30¢ per pack and the retailer would discount these packs by an additional 30¢ per pack.

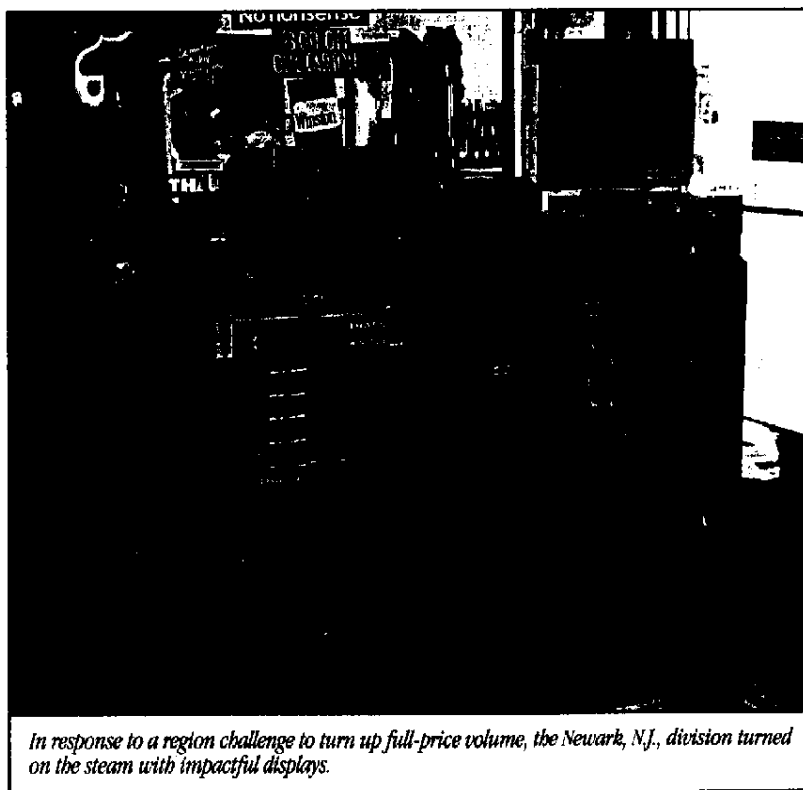
The division was extremely successful in gaining trial among competitive adult smokers and retaining franchise loyalty. There were locations selling Winston, Salem, and Camel at prices as low as \$1.29 per pack. The division stretched its limited workplan resources and capitalized on some serious full-price volume building opportunities! 🍀

## Stewart Wins at Harmon's

Special Accounts Manager Dave Stewart, of the Salt Lake City chain division, sold Harmon's Supermarket's seven-store chain 2x4 ECD package merchandisers. Harmon's had been a PM merchandising stronghold for years until Stewart finally convinced the chain that RJR offered better service and superior fixtures. Praising Stewart's efforts, Senior Chain Accounts Manager Tom Mayes said, "This is an outstanding accomplishment on Dave's part, and it will help achieve the division's and region's full-price and savings goals." 🍀

## Newark Turns Up Full-Price Volume

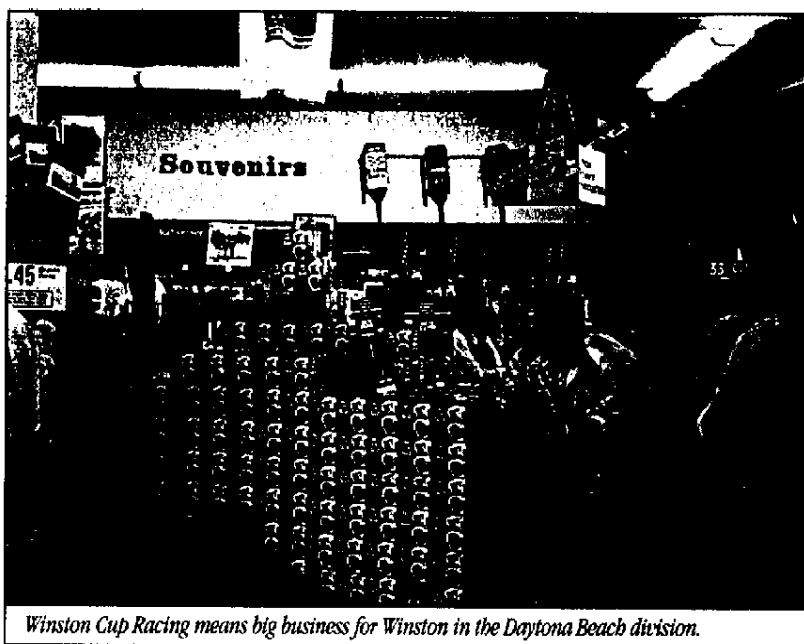
When a full-price volume push was implemented in the New Jersey region recently, Area Sales Representative Fernando Vega and Assistant Division Manager Juan Del Valle, of the Newark division, did their part by selling a 500-carton Winston promotional display to Lincoln Liquors in Union City, N.J. The following week, they re-stocked the display with an additional 200 cartons. Within two weeks, all the product was sold, increasing the store's Winston volume by 60 percent. Vega and Del Valle sold Fred's Party Shop, in Nutley, N.J., a 280-carton Winston/Salem promotional floor display. This display sold out in 10 days, doubling normal sales. 🍀



*In response to a region challenge to turn up full-price volume, the Newark, N.J., division turned on the steam with impactful displays.*

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# On Target



Winston Cup Racing means big business for Winston in the Daytona Beach division.

## Daytona Beach Representatives ‘Race to Success’ With Winston

Stock car racing, Winston Cup style, began at a fast and furious pace for the Daytona Beach division in the first quarter.

Daytona Beach Sales Representative Carla Darby joined in the “ultimate spirit” of Winston Cup Racing during the recent Speedweeks activities, held in conjunction with the 1993 Daytona 500.

With assistance from part-time Merchandising Coordinator Kevin Reynolds, Darby constructed a prototype Winston show-car display for use in a high-visibility Woolworth’s account during the two-week race period. Although, during normal periods, this account sells 80 cartons per week, placement of the show-car display enabled RJR to sell 600+ cartons of Winston brand styles, with NASCAR T-shirts, during the event.

In addition to Darby’s efforts, the division team of ADM Tim Tracy and Sales Representatives Sam Powell, Jeff Nowinski, Maureen Stine, Mark Goodman, Hank Atkinson, Jan Poovey, Kim Walker, and Ed Heard placed floor displays, pack displays, and 50,000+ NASCAR-related premiums to maximize RJR presence during this “Super Bowl of NASCAR Events.” These efforts produced additional sales of Winston brands (30,000 cartons), as well as placements of 200 in-store banners and other high-visibility PDI pieces.

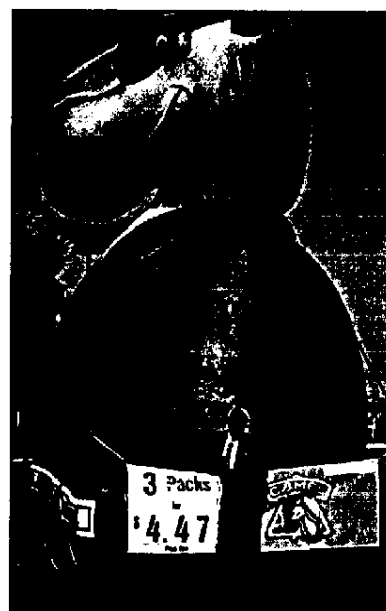
These overall efforts truly demonstrated the value of “Local Leverage Opportunities” and the 1993 theme of “It’s Your Business.”

## Customer Appreciation Days

Territory Representative Anthony Ahiabuike works with a tireless and competitive spirit; and it really shows, particularly on Customer Appreciation Days.

Recently, Ahiabuike set up impressive Camel displays, along with the Camel inflatable balloon, at Airpark Exxon in Gaithersburg, Md. He presented 280 Consumer Mission coupons and had 220 accepted. The vast majority was Winston Select. He sold the account 120 cartons of Salem 50¢ off product and 120 cartons of Monarch. His promotion activity included 360 Camel T-shirts, 120 Camel caps, 60 Camel lighters, 40 Camel calendars, and 600 Camel BIGIF offers – totaling 308 cartons of Camel product alone.

This same effort was duplicated in three additional high-volume calls in his assignment. His total sales from all calls were 857 cartons and 662 Consumer Missions, with a 68 percent acceptance rate.



Anthony Ahiabuike makes Customer Appreciation Day a Camel event.

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# Grassroots Effort Opposed New Tax

A very enthusiastic group of promotional specialists, in the Toledo, Ohio, division, devised a contest to put their wheels in motion "to go the extra mile."

The game plan was to secure at retail signed petitions against any new cigarette tax. These petitions were sent to the Ohio Legislature. The contest lasted two weeks, while the division office monitored activity summaries for effective call count and coupon/premium placement.

Signed petitions flooded the division office. The Toledo division's total count

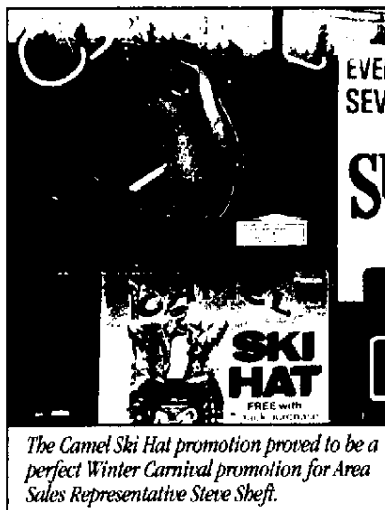
was 12,000 signatures. First place winner was Shelia Stockmaster with 3,376 signatures collected; and second place went to Brenda Russell with 1,202 signatures. Both received certificates of achievement. Honorable mention went to everyone who participated in the contest.

The Toledo division is very proud of their valuable part-time promotional specialist force and commented, "We stand behind the cause for 'Smokers' Rights,' and now we truly 'Walk it like we Talk it!'"

## Saranac Lake Carnival Perfect Camel Opportunity

The Winter Carnival, in Saranac Lake, N.Y., plays host to 8,000 people annually. Area Sales Representative Steve Sheft, of the Syracuse, N.Y., division, identified this great opportunity and selected 10 retail accounts for a coupon and premium blitz.

Sheft placed 220 Camel premiums, 305 \$1.00 off two packs coupons, six special banners, and 36 POS/PDI pieces. Keeping a sharp eye, he went on to pre-book a total of 205 cartons.



The Camel Ski Hat promotion proved to be a perfect Winter Carnival promotion for Area Sales Representative Steve Sheft.

## Syracuse T&D Manager Has Red Letter Day

Training and Development Manager Keith Myers, of the Syracuse, N.Y., division, had a "red letter day" when he successfully sold Red Barrell Food Stores on an RJR special red enhanced OPM to replace PM OPMs in the chain. He went on to sell the chain RJR's Preferred Presence Program. Myers leveraged the program to include neons, door signage, and distribution of RJR's Price Master Private Label brand. December's share in the chain was 51 percent, compared to 39 percent for PM. This chain has been totally transformed from a PM stronghold to a chain with an RJR look.

## The Right Stuff



Race fans at Camp Lejeune couldn't miss this Winston video promotion planned by Wingfield.

Military Sales Manager Randall Wingfield, of the Fayetteville, N.C., division, re-merchandised Fort Bragg's Smoke Bomb Hill Exchange by replacing PM merchandisers. He also incorporated the Sports Marketing Winston Cup simulator at three Camp Lejeune locations to support a 600-carton Richard Petty video floorbase display.



Red enhanced overhead package merchandiser displays Camel Cash POS at Red Barrell Food Store.

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# On Target

## Country Music Jamboree, Camel Race Annual Events in Akron Division

**B**illed as the "Super Bowl of Country Music," the St. Clairsville, Ohio, Jamboree in the Hills, held each July, draws 90,000 country music fans.

The Akron division will be participating in this event for the third straight year. According to Division Manager Faith Decker, the jamboree provides RJR the opportunity to sell RJR products and promotions at a tent erected at the site. Last year, the entire 15-acre site featured Winston and Camel advertising, including 26 ground mounts, 24 pole mounts, 83 banners, and 528 pieces of temporary advertising. A total of 1,300 SKUs of premiums were worked at the tent and in surrounding retail calls, netting the division plus sales of 45 cases. Decker expects even

greater results this year.

Another mammoth event for the division is the mid-Ohio Camel Pro Motorcycle Race, held each June, which draws 250,000 spectators. The division's participation at this event spans 21 years, and Area Sales Representative D. A. Beach has worked the event for 18 straight years. He has arranged for sales of RJR product at the track, not just for the Camel Pro event, but for all races throughout the year. Last year's Camel Pro Races produced over 3,500 pack sales.

Working the event to the fullest, division personnel placed 30 floorbase displays, 15,000 Camel premiums, and 200 Camel banners, and sold 57 cases of Camel product to retail accounts in the area. ♣



*RJR products and promotions are available to thousands of adult smokers attending Ohio's Jamboree in the Hills country music event.*

## A Dollar Saved

Sales Representative Anthony Zecca, of the Rochester division, is dedicated to service and commitment. His efforts show his keen ability to effectively cut RJR costs, while providing the best in merchandising service to his customers.

Here are a few examples of this savings.

**JP's Market** – removed a competitive PCD and PPF stand, and replaced with RJR's enhanced OPM, CCD, and EVD. Best Value is the exclusive Private Label brand. The cost to RJR is \$135 per month.

**Super Duper Leroy** – successfully defended ECD, NSS package fixtures, and carton fixture with no additional cost.

**POP Shoppe/Albion** – removed PM OPM. Replaced it with enhanced OPM and Preferred Presence ABC, EVD, CCD, and Monarch at \$250 per month.

**Bob's Grocery** – held carton fixture, savings UPM, and full-price ECD with no additional monies spent.

Zecca has proven he knows the value of a dollar, and his efforts have really paid off. ♣



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## Richmond Reps' Teamwork Pays Off

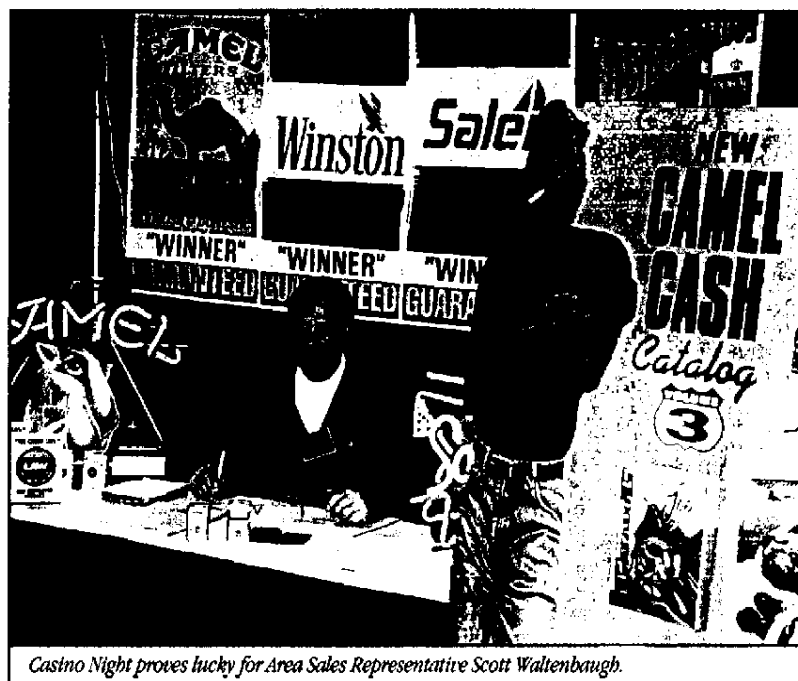
Sales success is often the result of doing things together. Teaming up brought outstanding results when Area Sales Representatives Bob Lewis and Ellis Banks increased sales during the Winston Racing Series at Southside Speedway in Richmond, Va. Sales increased from 80 packs per event to an average of 440 packs per event.

Lewis pre-booked 84 additional cartons using various RJR premiums for one particular event, and, with Banks' help, sold 900 packs. How's that for teamwork! ✎



Winston promotions were used to build RJR business during racing events in Richmond, Va.

## A Good "Deal" at Trade Show



Casino Night proves lucky for Area Sales Representative Scott Waltenbaugh.

This was no roll of the dice. During the Huntingdon trade show, Area Sales Representative Scott Waltenbaugh, of the West Harrisburg district, planned out a Casino Night theme to promote RJR product. The theme was "RJR Guarantees a Winner Every Time." Waltenbaugh played a good hand by selling over 3,000 cartons of Camel

Special Lights, Vantage Ultra Lights Convertible Box, Best Value, and other RJR brands during the show.

Waltenbaugh kept up his winning streak by selling new merchandising concepts to several accounts. He also informed retailers about RJR's "Support the Law" Program and the new Camel Cash III catalog. ✎

## Salsa Fest in Miami a Winston Event

What does the Winston Cup simulator have in common with Miami's Salsa Fest 93?

Both attract adult smokers, and that's precisely why Sales Representative Marcelo Ferrer, of the Miami, Fla., division, took the opportunity to use the simulator during the Salsa Fest event.

The simulator was placed in a parking lot between two of his higher volume calls: Ready Supermarket and Havarro Pharmacy. The supermarket ran a newspaper ad that reached 74,000 readers, announcing a 50¢ off a pack of Winston and, of course, a free ride in the simulator. ✎

# On Target

## "Joe Camel" Helps Sell Special Lights



From left, Sosnick Sales Manager Vince Buyer, John Garcia, Oakland, Calif., division manager, "Joe"; Tony Scarpitti, Sosnick general manager, and John Clerici, San Jose, Calif., division manager.

When it comes to high-power sales presentations, the San Jose and Oakland, Calif., divisions know who to bring in to help sell Camel Special Lights: "Joe Camel" himself.

Using a flair for creativity, "Joe" was represented in a sales meeting conducted for the Bercovich-Sosnick branch of Sosnick Companies in San Jose. The meeting was held jointly by the San Jose and Oakland, Calif., divisions to familiarize Sosnick branch sales people on the introduction of Camel Special Lights.

Sosnick Companies, collectively the largest distributor in Northern Calif., agreed to pass on a 20¢ per carton discount for distribution of Camel Special Lights prior to DTS. The Sosnick Companies' first-half 1993 winners' performance objective was to gain Special Lights introductions in all K, A, and B accounts identified by RJR.

"Joe" was called away from his busy schedule to take part in the presentation. ☞



Winston displays and POS countered Marlboro five-pack intro in Flint.

## PM Intro Blitzed in Flint

PM's five-pack Marlboro introduction took a back seat to Winston in the Flint division. Sales Representative Vickie Pugmire and Sales Representative Temp Theresa Seneski teamed up for a three-day Winston blitz. First, Pugmire pre-booked 1,000 cartons of Winston into a seven-store convenience/gas chain in her area. Then, she and Seneski made quick cover-

age of their volume calls to place pack displays. It was a rough three days of display work, in which a grand total of 10,250 50¢ coupons were placed on Winston King, Winston Light, Winston Select, and Winston Select Box.

These Winston displays and POS gave RJR superior presence at retail and stole the show from Marlboro. ✎

# News Briefs



*Sales Representative Kari Olson, of Duluth, Minn., is setting her sights on Acapulco.*

## Acapulco Dreaming

Winter was in full force when the Minneapolis region held its annual meeting in January. But that didn't prevent the attendees from doing a little "Acapulco dreaming" about sunny beaches in Mexico. In fact, the Sales Masters Program was top-of-mind, as region personnel took their turn imagining winning the award and spending a grand holiday in Acapulco with "Joe Camel."

## Qualkinbush Featured in Chain Newsletter

Division Manager Dave Qualkinbush, of the West Cleveland division, received recognition for his outstanding sales efforts in the January 1993 Convenience Food Mart newsletter. The article described Qualkinbush as an expert in his industry, a sales leader, and skilled at knowing what premiums to offer the chain to build their business. A quote from Qualkinbush in the article stated, "We use our neighborhood store data to tailor effective premiums to the individual stores, and keep the stores stocked with the brands most likely to sell and make that store more profitable."

## Shopping for Shade, Prepare for Glare

It's a bright, beautiful day. The sky is clear. Traffic is light. Nothing to worry about, right? You hope not, but don't get too comfortable. Under those conditions, hazardous glare can easily blind you. Numerous accidents happen at sunrise and sunset.

A quality pair of sunglasses can make a big difference when glare comes on suddenly.

Sunglasses can make a fashion statement. They can also protect your eyes from extreme brightness, glare, and harmful ultraviolet light from the sun. Here are some features to consider when you are "shopping for shape."

**Size and shape.** Large wraparound frames offer drivers more protection than smaller frames. Watch out for wide arms, though; they can block your peripheral

vision, which you need when driving.

**Color and darkness.** Dark green or gray lenses distort natural colors the least. Amber-colored "blue blockers" are popular with drivers, boaters, pilots, and hunters, because they offer extra clarity to spot distant objects against a blue haze.

**Gradient shading.** Many drivers prefer single-gradient lenses, which are dark on top and lighter at the bottom. This cuts down on glare from the sky without darkening the dashboard area.

**Polarized lenses.** Professional drivers find these popular. Polarized lenses reduce brightness evenly and the sunlight that bounces off pavement, water, and other smooth surfaces.

**Mirrored lenses.** These reflect light off the lenses to cut down on glare.

## Texas Willing to Share "Best Practices"

Division office administrative assistants and secretaries are a busy lot. Collectively, their ability to master complex computer programs is unique in the industry. Individually, they often come up with creative ways to save time and improve the efficiency of their office routine.

The San Antonio region administrative assistants have come up with a way to share ideas or "best practices." They have developed a newsletter called CompuChat, which offers a great deal of useful information on the office computer and software.

The newsletter is published monthly, and each administrative assistant or secretary takes a turn as editor for the month. Material for the publication is furnished by the region, division, and district offices. The first edition featured helpful articles such as, "Get RJR

Logo from POG Directory in Excel," "Use Data Base for Vacation Schedules," and "Hints for Drawing in Excel."

If you want more information about the CompuChat newsletter, contact any of the San Antonio region administrative assistants or secretaries.

In the Tyler, Texas, division, Division Manager Carl Bryant has designed a spreadsheet for supplying VAP Direct Accounts with pertinent shipping information. Bryant says his system reduces VAP administration time by as much as 50 percent, with a minimum of error. It allows easy transfer of information, if a chain moves from one wholesaler to another. If you want to know more about Bryant's spreadsheet, give him a call. He welcomes your inquiry.

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# News Briefs

## When a Life Is on the Line

Part-time Promotional Specialist Glenda Turner, of the Roanoke, Va., division, was busy about her business on one cool February day. What was to be an ordinary day in the trade ended up being more than just that. On February 11, while couponing Winston cigarettes at the Family Discount Store in Stanleytown, Va., Turner heard screams from a crowd gathered in the parking lot. A woman rushed into the store and screamed, "call 911 — a baby is choking!"

"I was distinctly aware of the situation, but my first reaction was to keep working and wait for the rescue squad to arrive. But something inside of me said, 'Glenda, you can do it; you took CPR 10 years ago at the YMCA,'" she said.

She threw down her glasses, ran outside, and picked up the infant who, by now, was purple in color and limp as a noodle. She immediately draped the baby over her knee and started using the "Heimlich Maneuver," while compressing

the weight of his little body across her knee. As she felt his body respond with a tiny movement, she looked up at the Mother (not knowing the child's name), and asked her to call out his name. In response to his mother's voice, his glassy eyes became alert just as paramedics arrived in the parking lot with immediate medical attention.

Turner removed herself from the scene, as mother and child were embracing and the blond-headed child was breathing on his own. "It was odd — I felt in total control and felt no particular fear. I was consumed by a feeling of calmness and self-worth at saving a 'life,' until I went back inside the store and cried uncontrollably. But I felt much better afterward," she said. Turner has a motto she lives by each day; and that is, "If I can do something I will try, because it's hard to live with 'if only'."



## Buffalo Trade Honors Walsh

Division Manager Dennis T. Walsh, of the Buffalo, N.Y., division, was honored "Outstanding Manager" for the promotion of tobacco products in the Buffalo market for 1992. He was selected for this award by the Buffalo Tobacco and Candy Table, an organization of 102 members representing tobacco and candy wholesalers throughout Western New York.



Division Manager Dennis Walsh (third from left) accepts award for "Outstanding Manager."



Pantry presentation: from left, Pat O'Mara; Mickey Nutting, Forsyth Products; Nancy Giles, Pantry director of marketing; and Bo Rader, Pantry marketing VP.

## O'Mara Named "Vendor of the Year"

Pat O'Mara, Chain Accounts manager of the Raleigh, N.C., chain division, was named "Vendor of the Year" by the Pantry convenience store chain. O'Mara was recognized for his consistent response to the chain's business needs at Pantry's annual convention.



Fifty managers from RJR Tobacco International, worldwide, were in Winston-Salem during the week of April 26 for orientation to the domestic side of the business. Time was spent in all aspects of the company's operations, including merchandising. In photo above, Jim Powers, director, merchandising, explains the finer points of our fixtures to RJR Tobacco International managers.

# PROMOTIONS & APPOINTMENTS



**Paul Letourneau** has been promoted to director, national accounts, in the Trade Development Department.

Letourneau joined the company in 1969 as a sales representative in the Springfield, Mass., division. He was promoted to assistant division manager in the Long Island, N.Y., division in 1972, to regional manager, vending, in the New York region in 1974, and to South Central vending sales manager in the Dallas, Texas, division in 1975. In 1976, he was appointed vending sales manager in the Mid-Continent Sales Area office, where, in 1978, he was promoted to budget and planning manager. Letourneau became division manager in the Austin, Texas, division in 1979.



**Mike Buckler** has been promoted to national merchandising manager in the Merchandising Department.

Buckler joined the company in 1983 as a sales representative in the East Houston, Texas, division. In 1985, he was promoted to assistant division manager in the Austin, Texas, division, where he also held the position of special accounts manager. Buckler was promoted to division sales manager in the Nashville, Tenn., division in 1988. He was promoted to sales training manager, vending/military, in the Mid-Continent Sales Area office in 1989, where he also held the positions of area manager, personnel administration, and area manager, planning and promotion.

**Dennis Bellinger** has been promoted to senior Chain Accounts manager in the Lansing, Mich., chain division.

Bellinger joined the company in 1976 as a sales representative in the Flint, Mich., division. He was promoted to area manager, merchandising, in the Detroit, Mich., chain division in 1978, and became assistant division manager in the Akron, Ohio, division in 1979. In 1981, he was promoted to division sales manager in the Indianapolis, Ind., division. Bellinger was named assistant brand manager in the Home Office Brand Marketing Department in 1985, and was promoted to budget and planning manager in the Mid-Western Area Sales office in 1987. He was appointed Chain Accounts manager in the Lansing, Mich., chain in 1989.



**Jay Loftin** has been promoted to assistant region manager in the Minneapolis, Minn., region.

Loftin joined the company as a sales representative in 1979 in the Charlotte, N.C., division. Loftin was promoted to assistant division manager in 1983 in the Raleigh, N.C., division. In 1986, he was promoted to division sales manager in the Daytona Beach, Fla., division. Loftin was promoted to sales merchandising manager in 1987 in the North Atlantic Sales Area office, where he also held the position of area manager, national accounts. In 1990, he joined the Home Office Merchandising Department as national manager, merchandising.



**Greg Palmer** has been promoted to senior Chain Accounts manager in the St. Paul, Minn., chain division.

Palmer joined the company in 1973 as an area sales representative in the Fargo, N.D., division. In 1980, he was promoted to area merchandising manager in the Minneapolis, Minn., chain division. Palmer was promoted to assistant division manager in the Akron, Ohio, division in 1981. He was promoted to division sales manager in the St. Paul, Minn., division in 1983. In 1989, he was promoted to Chain Accounts manager in the St. Paul, Minn., chain division.

**Ken Hayner, Jr.** has been promoted to senior Chain Accounts manager in the Omaha, Neb., chain division.

Hayner joined the company in 1977 as a sales representative in the Salt Lake City, Utah, division. He was promoted to assistant division sales manager in the Wichita, Kan., division in 1984, where he also held the position of training and development manager. Hayner was promoted to division sales manager in the Kansas City, Kan., division, in 1986, and to Chain Accounts manager in the Omaha, Neb., chain division in 1991.



**A. R. James** has been promoted to Chain Accounts manager in the East Houston, Texas, chain division.

James joined the company in 1976 as a sales representative in the Tulsa, Okla., division. He was promoted to area vending manager in the Oklahoma City, Okla., division in 1979. In 1982, he was promoted to assistant division sales manager in the Des Moines, Iowa, division. James was promoted to division sales manager in the New Orleans, La., division in 1985.



**Nick Kuruc, Jr.** has been promoted to senior Chain Accounts manager in the New Jersey chain division.

Kuruc joined the company in 1967 as a sales representative in the Syracuse, N.Y., division. In 1969, he was promoted to assistant division manager in the Rochester, N.Y., division. In 1982, he was promoted to division sales manager in the Reading, Pa., division, and the following year was promoted to Chain Accounts manager in the Central Jersey chain division.



**Steven Wadsworth** has been promoted to division sales manager in the New Orleans, La., division. He was division training and development manager in the Shreveport, La., division.



**David Keeney** has been promoted to division manager in the Springfield, Mass., division. He was special accounts manager in the New Haven, Conn., division.



**Jean Siders** has been promoted to district sales manager in the Central Denver, Colo., district. She was division training and development manager in the North Phoenix, Ariz., division.



**Patrick Chacon** has been promoted to division training and development manager in the Tyler, Texas, division. He was area sales representative in the Austin, Texas, division.



**John Feltman, III** has been promoted to division training and development in the Nassau, N.Y., division. He was sales representative in the Brooklyn, N.Y., division.

**David Long** has been promoted to special accounts manager in the North Pittsburgh, Pa., division. He was area sales representative in the South Pittsburgh, Pa., division.



**Steven Coy** has been promoted to district sales manager in the Lubbock, Texas, district. He was special accounts manager in the Tyler, Texas, division.

**Jim Corbett** has been promoted to division training and development manager in the Alexandria, Va., division. He was area sales representative in the Rochester, N.Y., division.



**Kevin Sims** has been promoted to division training and development manager in the Greenville, S.C., division. He was sales representative in the Winston-Salem, N.C., division.



**Sharon Reid** has been promoted to sales manager, tactical planning, in the Sales Planning, Communication, and Technology Department.



**Teresa Smith** has been promoted to senior manager for Camel in Brand Promotion Operations.



**Patti Iterman** has been promoted to senior manager, media planning, in the Media Department.



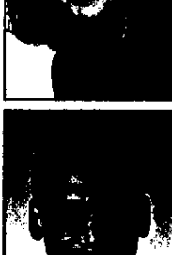
**Charlie Stone** has been promoted to group manager, promotion production, in the Sales Promotion Department.



**Carol Sterling** has been promoted to senior manager, media planning, in the Media Department.



**Judy McKinney** has been promoted to senior manager, promotion fulfillment, in the Sales Promotion Department.



**JoAnne Coggins** has been named assistant marketing manager for Camel in the Camel Business Unit.



**Steve O'Leary** has been promoted to assistant marketing manager for Salem in the Salem Business Unit.



**Natalie Davis** has been promoted to assistant marketing manager for savings brands in the savings Business Unit.

**Joan Williard** has been promoted to assistant manager, print operations, in the Media Department.

**Sue Wall** has been promoted to media buyer in the Media Department.

**Deborah McLean** has been promoted to media buyer in the Media Department.

**Phyllis Redding** has been named senior assistant, POS/workplan, in the Promotion Operations Department.

**Phyllis Rogers** has been named senior promotion assistant in the Promotion Operations Department.

#### **TO ADMINISTRATIVE ASSISTANT, HOME OFFICE**

Wanda Hunter

*Business Information and Analysis  
Department*

Jannie Williams

*Business Information and Analysis  
Department*

Linda Williard

*Business Information and Analysis  
Department*

#### **TO ADMINISTRATIVE ASSISTANT, FIELD SALES**

V. Gayle Corum

*Huntsville, Ala., division*

Jayne Hickerson

*Suffolk, N.Y., division*

Mary Schlensker

*Cincinnati, Chicago division*

Beth Thompson

*West Harrisburg, Pa., district*

Joan Lavin

*Portland, Maine, division*

Linda Provencher

*Nashua, N.H., division*

Theresa Mattei

*Nassau, N.Y., division*

Shirley Var Vera

*Central St. Louis, Mo., division*

Anita Peterson

*St. Louis, Mo., division*

Anne-Marie Skaff

*Springfield, Mo., division*

Marcia Peterson

*Des Moines, Iowa, division*

Victoria Clift

*Salt Lake City, Utah, division*

Judyth Shantz

*South Phoenix, Ariz., division*

Sharon Scott

*South Seattle, Wash., division*

Karen Hoadley

*Spokane, Wash., division*

Saundra Morris

*Indianapolis, Ind., division*

Lu Ann Heath

*Toledo, Ohio, division*

#### **TO SECRETARY, FIELD SALES**

Debbie Jernigan

*Lubbock, Texas, division*

#### **TO GENERAL SECRETARY**

Orchid Santiago

*Clearwater, Fla., division*

#### **TO SPECIAL ACCOUNTS MANAGER**

Janeal Russell-Crawford

*Orange County, Calif., division*

Mark Gambardella

*New York chain*

Cynthia Ferencak

*Tyler, Texas, division*

#### **TO ASSISTANT DIVISION MANAGER**

Kevin Claxton

*Des Moines, Iowa, division*

Tyrone Sampson

*East Chicago, Ill., division*

#### **TO DIVISION SALES MANAGER**

Robby Garlington

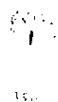
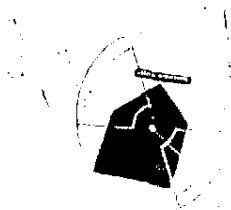
*Austin, Texas, division*

You've worked hard to build your business. You're proud of your results and you should be.

At retail you're the best, the "top gun" in your assignment. Now your turf is being invaded. Competition is challenging your space, and it's time to show what you're made of.

You're armed with the best defense, brilliantly conceived, Winston and Camel summer promotions, plus the know-how and street smarts to out-maneuver competition in your retail stores.

Keep your reflexes sharp, your eyes focused on the target. It's going to be a dogfight this summer, hot and furious. But like "Joe Camel," you're used to the heat. You can handle it!



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